

# ANNUAL REVIEW 2020-21



IMAGE: RTRFM'S  
THE WHIPCRACKER



IMAGE: ANDY GARVEY  
PURE SPACE  
FBI RADIO



COMMUNITY  
BROADCASTING  
ASSOCIATION OF  
AUSTRALIA

## CONTENTS

Our Strategy	8
1. Leading for Purpose	10
2. Amplifying Content	20
3. Connecting Audiences	32
4. Advocating for a Strong Future	40
5. Championing Community Broadcasting	48
6. Building Capability	56
Our People	64
Our Finances	70
Our Supporters	72



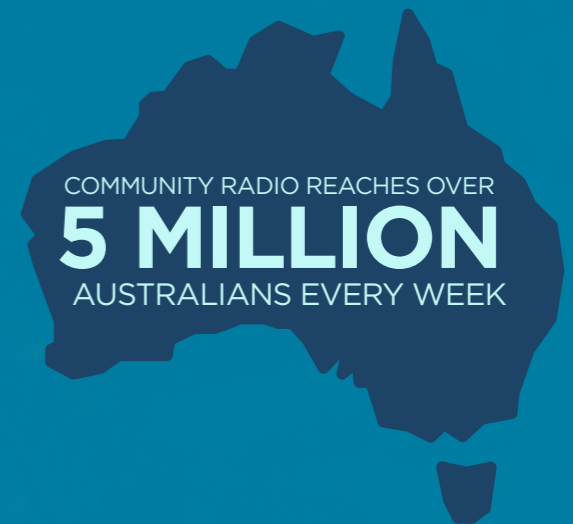
# Community broadcasting is at the heart of every community

**454** NUMBER OF LICENSEES DELIVERING OVER

**500** RADIO SERVICES ON AM, FM AND DAB+



**31%** OF ALL RADIO LISTENERS LISTEN TO **COMMUNITY RADIO**



OVER **80%** OF LICENCES IN **REGIONAL AUSTRALIA**



LISTENERS SPEND ON AVERAGE

**14 HOURS**

LISTENING TO COMMUNITY RADIO EACH WEEK



## A Message From Our President & CEO

**The year was a difficult one for our sector, but also a year full of opportunities. With most of the world in the grip of the COVID-19 pandemic, our sector worked to find its new norm, particularly our Victorian members who spent quite some time in lockdown.**

But it was also a year of resilience, adaptability, innovation and collaboration. The role community radio played throughout the 2019-20 bushfire season and COVID-19 pandemic, has bolstered our sector's position. This has presented significant opportunities to champion our sector and helped build an increased understanding of and support from Government, audiences, and other stakeholders.

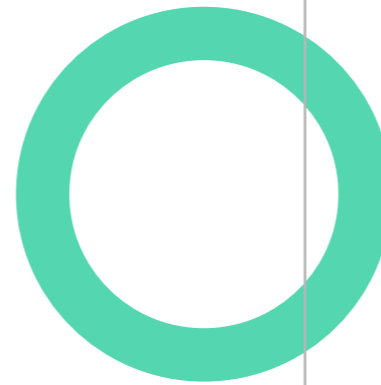
With over five million listeners and 80% of stations in regional and remote Australia, community radio is well-placed to provide support and information in times of crisis. Stations have played a vital role in broadcasting health information in a community appropriate way, offering local news and information, and connecting our most isolated at a time they've needed it the most.

Throughout the disruption of the past year, the media landscape has continued to evolve. We need to ensure that listeners are getting the information they need, when they need it and can access it from where they wish.

We're committed to supporting the sector's affordable transition to DAB+ digital radio, which in 2020-21 included the launch of 13 eligible services in Canberra, Darwin and Hobart. Implementation is underway in the Gold Coast, and the radio industry is scoping next regional markets.

We also began the development of Community Radio Plus – an industry-wide aggregate app, hosting all community radio stations. Listeners will be able to tune in live to community radio across the country, discover on-demand content and easily access their favourite stations. Slated for launch in 2022, our stations will get access to rich listener analytics, and by mid-2022 the app will integrate with smart speakers.

We continue to make improvements to the new Amrap website ([amrap.org.au](http://amrap.org.au)) to make it easier for broadcasters and artists to use. This year, we focused on broadening the reach of Australian artists and increasing diversity. *First Sounds*, which continued in 2020-21 in partnership with First Nations Media Australia, expanded to include a one-on-one mentorship program to support First Nations artists further their careers.



**The past two years have demonstrated that In a crisis, whether a global pandemic or a natural disaster, our sector has stepped up and worked tirelessly to inform, educate, comfort and inspire.**

To ensure that we understand future trends, our members' needs, and support strategic decision making, we have invested heavily in improving our data and insights program. This included significant updates to the Community Radio Listener Survey (previously National Listener Survey) to ensure it keeps abreast of changing media consumption habits.

The past two years have demonstrated that in a crisis, whether a global pandemic or a natural disaster, our sector has stepped up and worked tirelessly to inform, educate, comfort and inspire. We couldn't have supported our members without Government funding and a supportive political environment. As our country learns to live with COVID-19, we will continue to work with the Federal Government to ensure our sector is

supported to deliver on its purpose. We successfully advocated for the renewal of \$8m over two years for our sector, announced in the 2021 Federal Budget, and we remain committed to maintaining and enhancing the sector's funding levels.

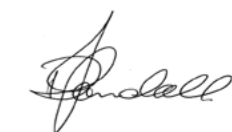
Alongside Government – including the Department of Infrastructure, Transport, Regional Development and Communications – and the Community Broadcasting Foundation, we are grateful for all our partners who are an integral part of the CBAA family. Acknowledging the issues our sector faced and recognising the need for impartial and reliable reporting for our communities, the Judith Neilson Institute subsidised the CBAA's National Radio News services for six months during the COVID pandemic in 2020.

We're thankful to our members, who contribute daily to our work. Without your open and honest feedback, advice, and sharing of experiences, we would not be able to meet your needs and ensure we remain relevant in our ever-changing landscape.

And finally, throughout this challenging time, we are especially grateful for the adaptability and dedication of the CBAA staff and Board. Your responsiveness, ability to problem-solve and provide advice and empathy in a rapidly evolving situation has been extremely appreciated – thank you.

With the 2021 CBAA Conference being rescheduled for the 22-24 March 2022, we look forward to seeing as many of you there as possible – to celebrate our sector's strength, share stories, and recharge, in sunny Cairns, for 2022.



  
Phillip Randall,  
CBAA President

  
Jon Bisset,  
CBAA Chief Executive  
Officer



We work to build strong and successful community broadcasters.

302  MEMBERS

REPRESENTING  
**88%**  
OF ALL  
COMMUNITY  
RADIO  
LICENSEES



**50** OVERALL MEMBER NET  
**PROMOTER SCORE**  
HIGHEST RESULT SINCE 2017

 **71%** OF STATION  
MANAGERS  
AGREE THAT

THE CBAA UNDERSTANDS  
THE NEEDS OF THEIR STATION



# Our Strategy

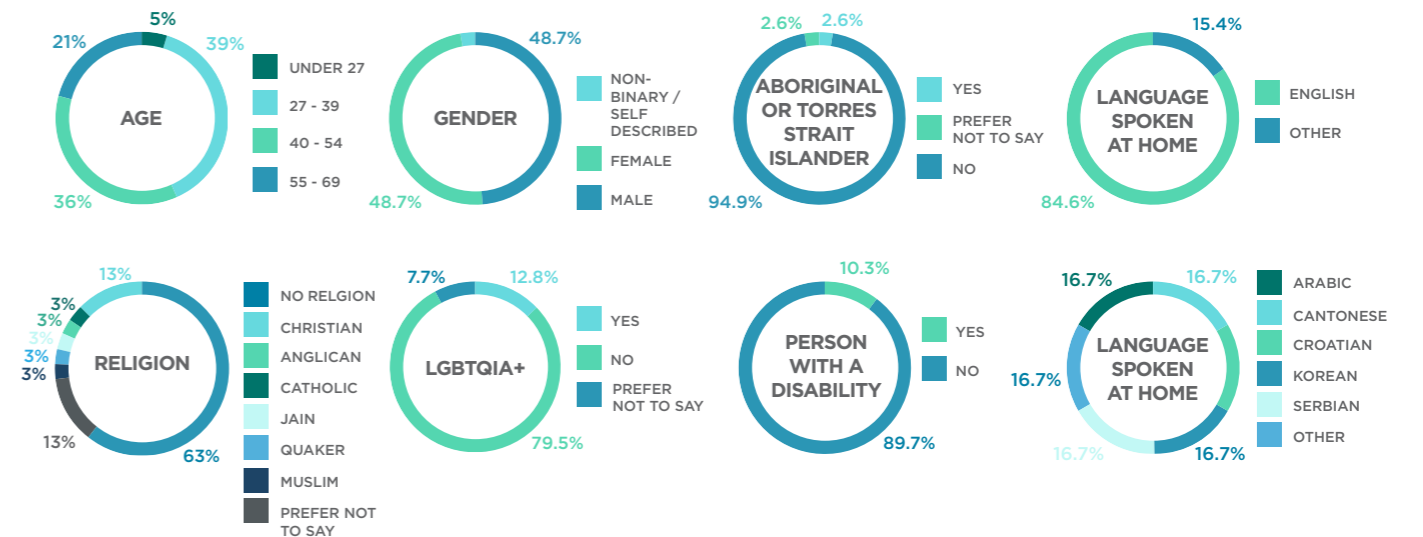


# Leading for Purpose

We collaborate with stations and stakeholders to set the strategic agenda for the sector to deliver on its purpose for the audiences it serves.

## CHAMPIONING DIVERSITY AND INCLUSION

### OUR PEOPLE



### OUR SERVICES



**57%**

of Community Radio Network programming is either presented or co-presented by women or gender diverse people.



**34**

subscribers to the Community Radio Listener Survey.

### ARTISTS ON AMRAP WEBSITE\*

**700**

Aboriginal and Torres Strait Islander artists

**1,890**

female artists

**463**

self-identified LGBTQIA+

**185**

self-identified non-binary

**67**

self-identified trans artists

\* Identifying is an option on the Amrap site, and is not mandatory. Results could be higher.

# How we're Helping



IMAGE: RFM LOCAL PRIMARY SCHOOL VISITORS 2020

## EVIDENCE BASED DECISIONS

**In 2020-21, we invested heavily in our data and insights program to empower strategic decision making and demonstrate the impact and value of the sector.**

Over the past 12 months, we have:

**Ensured we have best practice research**

- Overhauled the Community Radio Listener Survey (previously National Listener Survey)
- Built a strategy and plan, and resourced new research
- Reduced the survey burden for station managers

**Increased sector intelligence**

- Developed an evaluation framework to measure CBAA and sector impact
- Identified relevant outcome measures
- Reviewed data sources

**What's next?**

We will build on these foundations:

**Develop base inputs to demonstrate sector value and impact, including:**

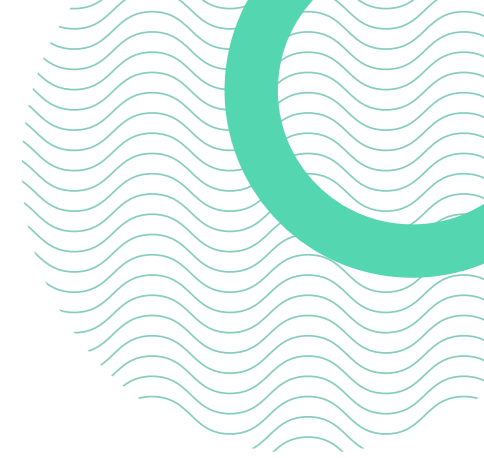
- Launch a new Sector Participation Survey
- Improve the way we capture and analyse data, e.g. via station financial statements

**Improve sector intelligence**

- Implement a data warehouse to store all data inputs for easy reporting and analysis
- Identify and deliver sector-wide case studies to showcase our impact
- Ensure new analytics and reporting are in place



IMAGE: JAMPAKT



# CULTURE AND COMMUNITY

**As the national representative organisation for community broadcasters in Australia, building equity, access, inclusion and diversity is paramount to the CBAA's purpose.**

The CBAA is committed to this work so that we can:

- Achieve our strategic goals
- Maximise member value
- Deliver long-term advantages to the organisation and members

**Building equity, access, inclusion and diversity is paramount to the CBAA's purpose.**

From a wider sector perspective, the CBAA aims to:

- Open conversations and build understanding of equity, access, inclusion and diversity throughout the sector
- Develop tools to build effective equity, access, inclusion and diversity practices across the sector
- Encourage members to address existing inequalities within their organisations and in the communities they serve
- Cultivate a sector that is resilient, adaptable, and able to withstand change

## What's next?

To achieve these aims, we commenced development of a Diversity & Inclusion Framework and Roadmap in 2020-21 and will complete it in 2021-22. Underpinning this was new surveying to understand CBAA staff and board diversity. The sector's first Participation Survey will kick off in 2021-22, to help us better understand our sector's volunteers and workers. This data will be integral to developing our Framework and Roadmap.



IMAGE: ICMS PRADEEP TIMALSINA

# INCREASING COLLABORATION

## We listen to make sure our decisions are informed.

One of the CBAA's key priorities is to remain engaged with, and responsive to, the needs of our members. We listen to make sure our decisions are informed. Engagement and collaboration takes place in various forms, with various stakeholders including stations, listeners, sector bodies, Government, and funding partners.

In 2020-21, we developed a Member and Stakeholder Engagement Framework to be published in late 2021.

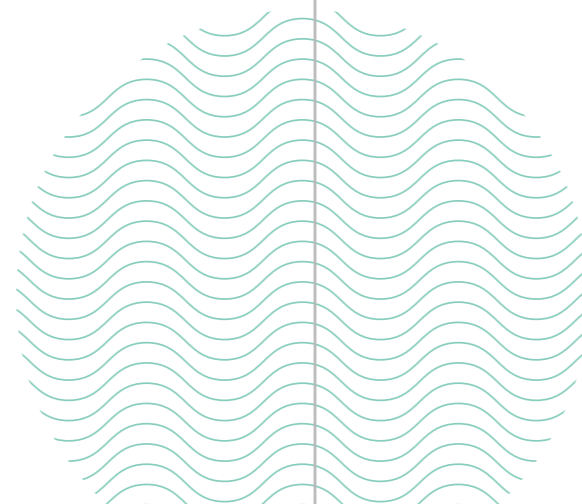
We also continued to convene the Community Broadcasting Sector Roundtable twice a year.

## What's next?

In 2021-22, we will embed our Member and Stakeholder Engagement Framework and undertake a review of our Advisory Committees' Terms of Reference.



IMAGE: 2020 CONVERGE CONFERENCE - 8CCC'S BENJAMIN ERIN AND RADIO ADELAIDE'S CHRIS CREBBIN







**CASE STUDY**

**Community broadcasting peak bodies worked as separate entities with each driving sector and policy change. As the national peak body for community broadcasting, the CBAA convened the Community Broadcasting Sector Roundtable to liaise with the six community broadcasting peak bodies and the Community Broadcasting Foundation (CBF).**

The Roundtable exists to identify and advance issues of mutual interest – such as policy positions, funding requirements and advocacy initiatives. The Roundtable consists of representatives (both Presidents and CEOs) from:

- The Australian Community Television Alliance (ACTA)
- Christian Media & Arts Australia (CMAA)
- The Community Broadcasting Association of Australia (CBAA)
- First Nations Media Australia (FNMA)

- The National Ethnic and Multicultural Broadcasters' Council (NEMBC)
- RPH Australia (RPHA), and
- The Community Broadcasting Foundation (CBF)

The Community Media Training Organisation has been invited in 2021 as a guest.

As a result, there has been increased collaboration between our organisations. The diverse perspectives feed into CBAA decision-making, initiative development and strategic priorities.



**RPHA Management**

In 2021, the CBAA signed a new, three-year management agreement (to 30 June 2024) to manage RPH Australia, with Jon Bisset being the CEO for both organisations. Each organisation remains governed by two separate boards of directors, preserving the uniqueness of the programs and services offered.

The CBAA also hired two key RPH support personnel – a Project Director and a Project Support Officer.



**Spots and Space**

In 2020-21, Spots and Space, the sector's media sales representatives, moved into the CBAA offices. Sharing physical space has already enabled greater collaboration and sharing of resources.

As a shareholder of Spots and Space the CBAA endorses them as the number one representative buying national sponsorship for community radio stations.

**What's next?**

Key priorities include:

- Develop and implement the business plan for a collaborative digital platform across visual, audio and social media channels that enables, employs, entertains, informs and advocates for people with disabilities.
- Collaborate with RPH stations to leverage DAB+ digital radio infrastructure and the RPH VAST service to build increased collaboration across the network.
- Explore a joint fundraising strategy.

**What's next?**

In 2020-21, the CBAA and Spots and Space have shared communications, advocacy and partnership knowledge and experience to increase the amount of government advertising spend reaching community radio stations. In 2021-22, we'll be working together to explore opportunities to grow revenue for community radio stations, both Federally and from State and Territory governments.

# FOSTERING LOCAL NEWS ECOSYSTEMS

**Community broadcasters have a real opportunity to step into this space.**

The closure of many traditional local media outlets means that important community issues are going unreported. But this has spurred communities to find new ways to source and create credible, independent news, including through new media enterprises.

Community broadcasters have a real opportunity to step into this space.

In 2020-21, the CBAA, in partnership with the Judith Nielson Institute for Journalism and Ideas, commenced work to establish a new hyperlocal

media association (Local & Independent News Association or LINA), representing print and/or online organisations. Members are community focused, independently owned and original, cover public interest news and important local issues, and work at a local geographic level.

There are many similarities between hyperlocal publishers and community media organisations. We are excited by the opportunities for cross-sector collaboration, resource sharing, and innovation.

### What's next?

In 2020-21 the CBAA worked with the Judith Nielson Institute to set up a business plan – looking to secure additional funding for LINA's launch in 2021-22. The CBAA will incubate this new association during a three-year pilot.



IMAGE: 3KND'S HAYLEY MAC IN STUDIO



IMAGE: JON BISSET AND INOKE FOTU HUAKAU, STATION MANAGER - 2 TRIPLE O

# Amplifying Content

We provide a content hub for stations, giving them access to content they would otherwise not have access to - community education, Australian music, the sector's flagship content and news.

## OUR SERVICES MUSIC, CONTENT AND NEWS



**5,623**

active broadcasters on Amrap website



**223K**

total downloads via new Amrap website



**110**

programs on Community Radio Network every week



**145**

subscribers to Community Radio Network



**119**

subscribers to National Radio News at peak of pandemic



**24**

community news sites connected via the Community Radio News Network

# How we're Helping



IMAGE: 3RRR OUTSIDE BROADCAST TEAM

## AUSTRALIAN MUSIC RADIO AIRPLAY PROJECT (AMRAP)

**The CBAA's Australian Music Radio Airplay Project (Amrap) distributes and promotes Australian music to community radio stations nationally, assisting broadcasters to play homegrown music.**

After a crucial two decades' work, we continue to expand Amrap's offering, producing new projects that enhance the initiative's objectives.

### Amrap Website

The Amrap website makes a diverse array of Australian music accessible to community radio stations and broadcasters. The new Amrap site was launched in 2020, offering a modern, user-friendly service with new features such as editorials, and additional search modes, including identity and location.

### What's next?

In 2021-22, new enhancements will make it easier for broadcasters to contact artists directly and build relationships. A suite of "how to" videos will assist users with the website.

### CASE STUDY

**Melody Moko is a roots musician and a mother of two. Her music has gained notice but doesn't fit mainstream formats. It was difficult to find the right audience to financially sustain her work as an artist.**

Since finding the Amrap platform, Melody has been able to streamline her time and approach to community radio, which has become vital to the exposure of her music and her pathway to sustainability. As a result, Melody's music was played on 50+ community radio stations, resulting in national and international recognition. Her music touches people with its eclectic mix of bluegrass and folk-pop, and a strong sense of Australian roots and gentle twang.

“

**As a busy fulltime artist, having a service like Amrap to take your music to the next level is invaluable. In 2020 I released my second album and without being able to tour, I relied heavily on Amrap to get my music heard. In turn, this allowed the record to be more financial through radio spins and ultimately help me receive my very first Golden Guitar award!**



CASE STUDY

Programmers like PBS's Kurt Eckardt want to find Australian music that exists outside of busy publicity cycles. He uses Amrap to find Australian music for his show *Homebrew* that might otherwise not get heard. Amrap broadens the scope of Australian music played on air and exposes diverse Australian artists.

“

As someone who co-hosts a weekly music show featuring tracks from our country and its closest neighbours, I spend countless hours searching for new and exciting music week in, week out. Having Amrap as a resource helps me focus on new releases, especially from artists further afield that I may not come across in my typical searches. Amrap's *First Sounds* series has been priceless to us as announcers, providing access to new voices and sounds from First Nations artists. While the compilations have featured some names that we've been familiar with, they have also introduced us to countless tracks from emerging artists that we may not have had the chance to otherwise find. It's an invaluable resource that we call on regularly and are lucky to have.



CASE STUDY

New and emerging First Nations artists find it difficult to gain airplay opportunities and exposure. To support this burgeoning music industry, we teamed up with First Nations Media Australia's indigiTUBE to launch the *First Sounds* initiative, including providing them with funding.

*First Sounds* ensures new and emerging First Nations artists develop an audience through community radio, creating momentum so artists can continue writing, recording and performing. The project has expanded in 2021 to include a one-on-one mentorship program, supporting First Nations artists to take their careers to the next level.

Since it started, six compilation volumes have been distributed on CD and digitally across the country, featuring 72 carefully curated songs selected by a panel of Aboriginal and Torres Strait Islander music industry leaders.

“

Being part of the *First Sounds* compilation has been a great opportunity for me and my current profile, as it's not only given me exposure to the broader circle but has also given me the opportunity for my music to be heard in a different way. I love sharing my creativity with many other local artists across Australia. *First Sounds* has also introduced me to other amazing artists and allowed me to connect with other creatives.

I think it's really important for projects like this to be dedicated to mob and give them a platform that highlights Blak excellence on a mainstream level because I know mob find it hard to find the right stepping stone on where to take their music. *First Sounds* is a perfect place to start for that extra boost in getting the right exposure to the industry! I look forward to seeing where it goes!

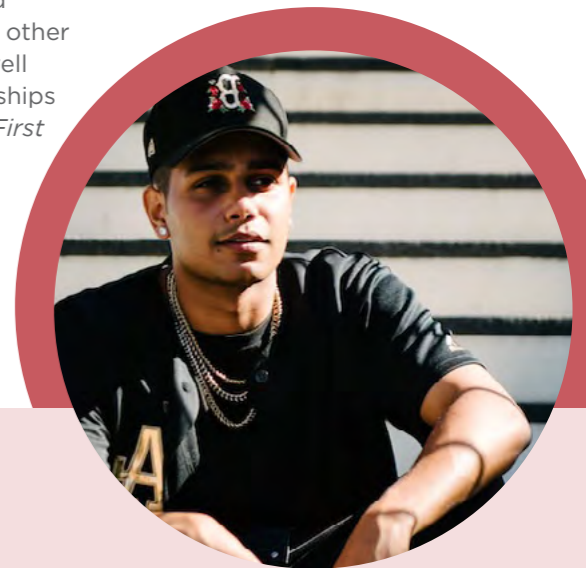
J-MILLA, proud Mak Mak Marranungu hip hop and R&B artist

Initiatives broadening the reach of Australian artists and increasing diversity

One of the many ways we share and celebrate new Australian music discoveries is via radio-ready curated programming, including both Amrap-produced radio programs and collaborations with other media outlets, as well as through partnerships and initiatives like *First Sounds*.

What's next?

After successfully incubating the project, the CBAA is transferring *First Sounds* to First Nations Media Australia in 2022, pending funding.



# COMMUNITY RADIO NETWORK

The Community Radio Network (CRN) is CBAA's distribution service, utilising multiple platforms to assist community radio stations share and broadcast the sector's best programs and content.

Each week, we distribute and showcase specialist talk and music programs supplied by CBAA members, non-member stations, and independent producers.

We help supplement and enhance subscribing stations' local programming. Much of the curated programming is beyond the resource capacity for a typical community station, making the service particularly popular for regional and rural services with limited volunteer program makers. Check out the full [program guide](#).

## Quality national and flagship sector programming

Programming has a focus on high-quality talk content.

- *The Wire* is a daily current affairs program, which is jointly produced by 2SER, Radio Adelaide and 4EB with contributions from producers across the sector, including CBAA's National Press Gallery journalist.
- *Good Morning Country* is our most popular program – a live country music breakfast show.
- We also distribute National Radio News, produced by the CBAA in partnership with Charles Sturt University.

## What's next?

We need to upgrade the technology used for the Community Radio Network, which is now nearing 25 years old. The recapitalisation will be undertaken over the next few years and aim to improve service capacity, sustainability, and stakeholder satisfaction.



IMAGE: CRN PROGRAM THE FIVE MINUTE ADVOCATE'S JULIE MACKEN AND EVA COX, WITH GUEST LOLA FORESTER

## Community education, content projects and innovative solutions

An active approach was taken during both the bushfires of 2019-20 and the COVID-19 lockdowns, providing affected stations with free content and technical set-up guidance.

For many COVID-affected stations this access to the CBAA's service was a lifeline, as sponsorship dried up and income diminished. For those stations who had never taken content before, the access provided programs when stations were locked down and unable to access volunteers – especially those in Victoria. Our programming and National Radio News helped stations keep their programmers safe, and their audiences informed.



CASE STUDY

“

Government needed to get COVID-19 health messaging out to linguistically diverse and remote communities. Community radio stations played a vital role in delivering these messages. The content was sourced from official channels and we distributed a series of non-English speaking community service announcements produced in conjunction with 4EB. At the beginning of the pandemic, these were the only messages produced in a language other than English.

Peter Gray – Radio VCA 88.5fm

“

[...] can I express how impressed I am with your response to the current crisis facing our communities at this tough time. You are all doing a fabulous job and I thank you for your amazing efforts!

99.9 Voice FM

IMAGE: HIGHLAND FM  
ADAM STOKELD



**CASE STUDY**

**There was strong demand for content on practical strategies people could use if they were experiencing isolation, poor mental health, stress or anxiety due to ongoing restrictions. The CBAA received generous support from the National Suicide Prevention Leadership and Support Program, an initiative funded by the Federal Government Department of Health, to increase the capacity of individuals and communities to prevent and respond to suicide.**

This year the CBAA produced 20 monthly radio segments, distributing these to over 350 community radio stations nationwide. Each month's content featured interviews with at least six service providers. We also developed a 16-page full-colour booklet and CD, and distributed over 1,380 copies to community radio stations, organisations, service providers and interested individuals.

The interest and regular use of content by stations was high, with almost 8,000 airplays,

especially with regards to content specifically informing individuals and communities about the support they can access if affected by the pandemic.

Service providers who contributed to this project included: PANDA, Suicide Prevention Australia, the Embrace Project, Lifeline, R U OK?, Movember, SANE, ReachOut, Kids Helpline, Mindframe, Grapevine Group, LivingWorks, Support Act, Blue Knot Foundation.

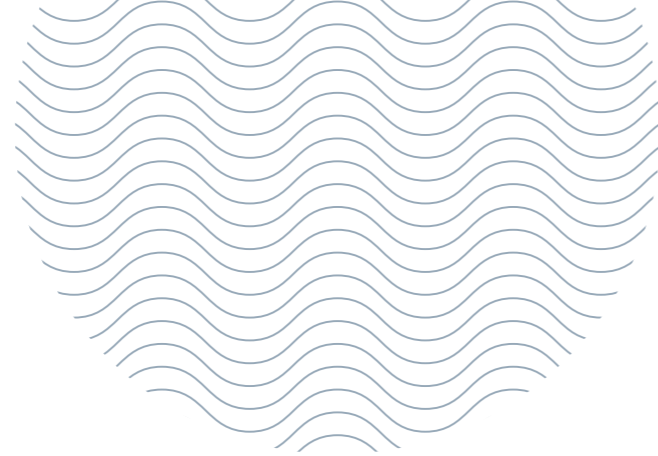
**Community education content and specialist initiatives**

Programming has a focus on high-quality talk content.

- *The Consumer Coach* is a ten-part series aimed at increasing financial capability in response to the COVID-19 pandemic and was supported by the Ecstra Foundation.
- *National Features and Documentary Series* (NFDS) is a training project where each year eight new producers' pitches are selected for development and paid industry rates to tell their story through a highly crafted narrative feature. CBAA partner,

the Community Media Training Organisation (CMTO), is funded by the CBAA to provide training and mentoring.

- Suicide Prevention Project, Organ and Tissue Authority, and other community collaborations are some of the partnerships delivering community content between the CBAA and organisations including: The Organ and Tissue Authority, The NSW Law and Justice Foundation, Alzheimer's Australia, The Heart Foundation, The Royal Life Saving Society, The NSW Environmental Trust and The Australian Government Department of Health.



# NEWS AND JOURNALISM

**Regional and local media is in crisis. Newsrooms are closing, products are being dropped and vital services aggregated to cut costs.**

However, in this time of greater concentration of media power and control, community radio is emerging as a safeguard for local content, news and alternative voices.

At this critical juncture, we are collaborating with community radio stations and other media organisations around the country to increase coverage of local and state-wide issues and boost reporting from underserved regions.

Our goal is for every Australian to have access to quality local, regional and national news and we are helping stations and the sector's journalists through three key initiatives:

1. An increased investment in our partnership with Charles Sturt University to produce high-quality, accessible national and state-based news, via the sector's flagship news service National Radio News.
2. Facilitating increased collaboration between stations and organisations with newsrooms or producing public interest journalism through a Community Radio News Network.
3. Building local journalistic capacity by helping stations build business models to support local news and by supporting stations to develop curated news bulletins for their listeners via the Build a Bulletin service - increasing the amount of local voices providing news content.

**National Radio News**

For over 20 years the CBAA has produced the National Radio News service in partnership with Charles Sturt University. National Radio News produces 84 bulletins per week. The partnership provides students at Charles Sturt University with a unique training opportunity, utilising rare news infrastructure to aid the development of a new generation of broadcast journalists. Notable alumni include previous ABC Q&A host, Hamish McDonald, and ABC Central West Reporter, Xanthe Gregory.



IMAGE: 98FIVE SONSHINE FM'S TEAM MEMBERS

CASE STUDY



### National Radio News helps journalism students gain experience

Journalism students, like Lauren Bohane, have trouble gaining experience so they can get a job after university. Through CBAA's partnership with Charles Sturt University to create National Radio News (NRN), cadetships are provided to journalism students to produce and put together radio news segments. Situated in a newsroom on the Bathurst CSU campus under the watchful eye of News Director Frank Bonaccorso, NRN bulletins are produced for community radio stations.

Cadets are drawn from the Bachelor of Communication (Journalism) program. As a result, radio stations have the international and national news they need, and the cadets gain valuable experience.

Lauren Bohane had not considered radio as a career option before she was accepted into the NRN cadet program. Following her cadetship, Lauren is now a weekday program producer with ABC Central West in Orange. Frank Bonaccorso was able to get her a foot in the door at the ABC, passing on the opportunity to apply to be the ABC Saturday Breakfast program producer.

“

I know I wouldn't be in the place I am now if I hadn't gone through the NRN cadetship, and I wouldn't have the same confidence in the work I'm doing.

I'm incredibly grateful for the opportunities that NRN and Charles Sturt University have given me, and the skills I will be able to take with me as my career progresses.

Lauren Bohane, NRN Cadet Graduate.

### Over the last year the CBAA has begun to facilitate a Community Radio News Network enabling community radio stations and other media organisations around the country to collaborate with each other and share content.

In 2020-21, CBAA focused on connecting stations in the Community Radio News Network through a cloud-based online system. Stories that cover local or state-based issues are uploaded to the Network, increasing the coverage of these stories and enabling other stations to use them.

There are currently eight community newsrooms in the Network - National Radio News, the sector's Federal Politics Bureau, 2SER, Hope Media, Curtin Radio, Ngaarda Media, the National Indigenous Radio Service and the First Nations Media Australia consortium, which includes four regional hubs and 12

smaller stations. Five more newsrooms will join in 2021-22, including the sector's flagship current affairs program *The Wire*, Radio Adelaide, RTRFM and 4ZZZ. The Junction, a publication that showcases the best university student journalism from Australia, New Zealand and the Pacific will also contribute content.

Fostering this expanded news culture across the sector has already seen a new wave of participants interested in news and current affairs at local stations. The sector has seen an increase in local and community news provision to communities particularly throughout the COVID-19 period.

### What's next?

In 2021-22 we will focus on growing the Community Radio News Network and on building local journalistic capacity through helping stations build business models to support local news. We will also launch our Build a Bulletin service, enabling stations to build their own news segments. They will be able to choose stories from various news copy provided by the Community Radio News Network that is prewritten, then voice the selection.



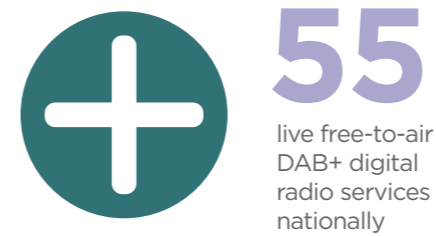
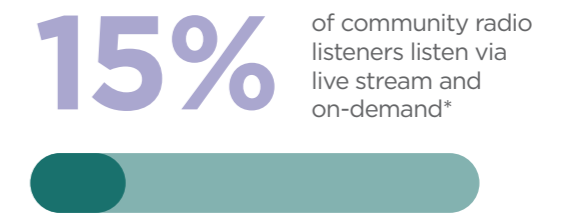
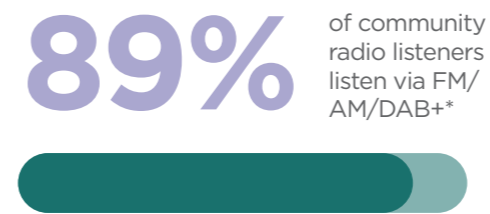
IMAGE: CBAA'S CANBERRA REPORTER AMANDA COPP



# Connecting Audiences

We help community radio stations build their communities and be available in the places that listeners expect - live and on-demand.

## HOW PEOPLE LISTEN



\*CBAA, Community Radio Listener Survey, McNair yellowSquares, wave 2, 2021.

\*\*Commercial Radio Australia, GfK Share of Audio 2019, Share of Daily Time Spent Listening to Audio - Live Radio 61.3%



# How we're Helping



IMAGE: 2MFM BROADCASTING AT THE EID FESTIVAL

## DIGITAL RADIO PROJECT

**Free-to-air digital radio broadcast services now reach close to 70% of the Australian population with 55+ community digital services on-air in Adelaide, Brisbane, Canberra, Darwin, Hobart, Melbourne, Perth and Sydney.**

Digital transmission is central to ensuring the delivery of freely available radio broadcast services into the future. It provides an alternative free-to-air broadcast platform with integration capabilities, and a cost-effective solution to the increasing costs of analogue transmission for radio services.

Locally produced community radio services make a strong contribution to media diversity and cultural inclusion. The role of participatory community broadcasting has been highlighted over the past year, where a sense of community and reliable public information has been essential to navigating a global pandemic and social isolation for so many people.

Digital radio services are a part of maintaining these unique qualities of radio, and live radio broadcasting continues to attract over 60% of all listening to audio in any form in Australia. Radio listening patterns remain focused around home, work and car listening, and there is an ongoing increase in new vehicles fitted with DAB+ receivers in 2020-21.

We coordinate and support the delivery of over 55 live free-to-air digital radio services nationally, and manage digital platform infrastructure, service delivery, and data systems for DAB+ services on behalf of all eligible community radio licensees.

### What's next?

Digital radio is underway in the Gold Coast with planning for further regional expansion, and developments in progress in 2020-21 to explore small-scale transmission trials and improved capacity access for community services.

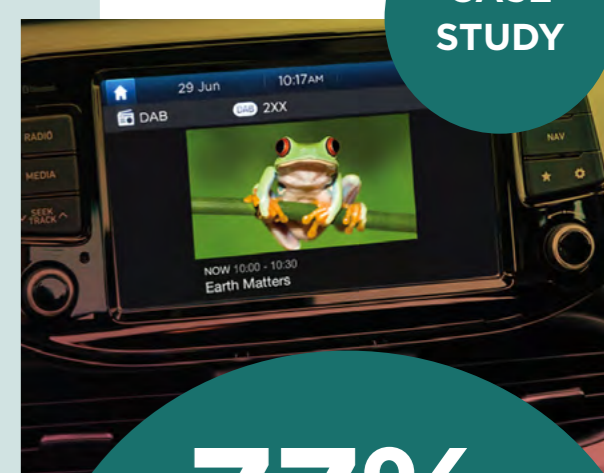
### Ensuring community radio services are accessible in all locations

Our Digital Radio Project provides affordable access to free-to-air digital broadcast transmission for community broadcasters - through Federal Government financial support - meeting key community broadcasting service outcomes and public policy objectives.

With the ongoing uptake of digital radio and digital integration, it is critical that live-to-air community radio services are accessible to listeners in all locations.

Car listening is a key part of radio listening patterns and digital radio receivers are now standard across a wide range of car brands and models in Australia.

Live radio broadcasting keeps communities feeling connected and is also an important gateway for other relevant information in emergencies.



CASE STUDY

**77%**  
of all new cars sold have free-to-air DAB+

# ONLINE SOLUTIONS

**Community radio stations aren't just broadcasters anymore, they're multimedia organisations - broadcasting on AM/FM, DAB+ where available, and distributing content online.**

We're helping stations meet listener need through our online solutions, including:

- Radio Website Solutions
- Audio streaming solutions
- Podcasting, catch-up and on-demand solutions
- Our soon to launch app, Community Radio Plus
- Amrap Pages
- and collecting station meta-data to future-proof our sector for new technologies (e.g. smart speaker integrations)

## Radio Website Services

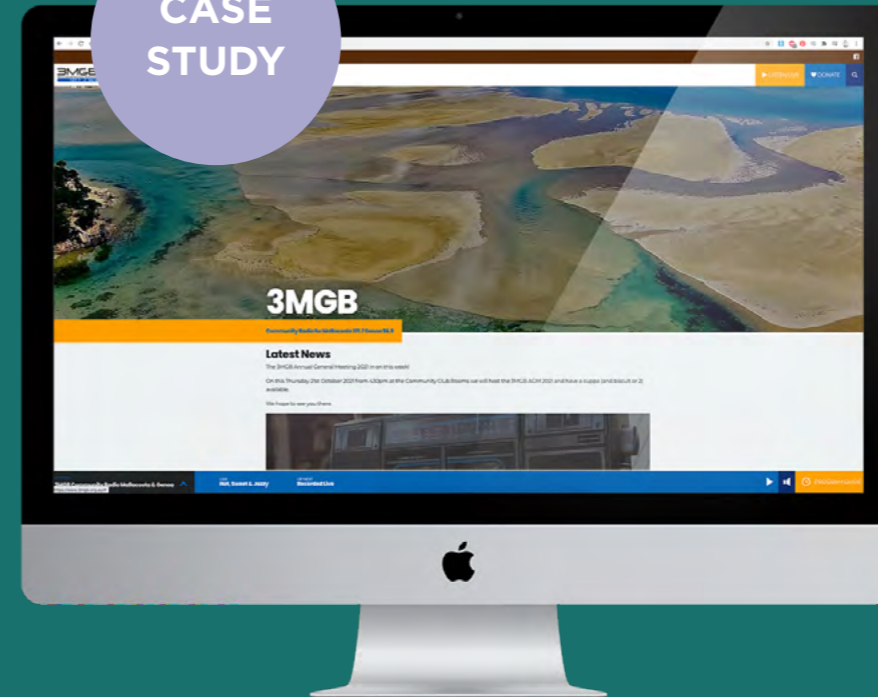
Central to each community radio station is a website and our websites can be implemented on average between six and eight weeks. Enabling smooth integration with our podcasting, on-demand, and Amrap Page solutions, the websites streamline station efforts and deliver the best content for listeners. Best practice online donation and membership forms and listener email database integrations help stations generate income.

## Audio streaming, podcasting and on-demand

Through our partnership with Triton Digital and their Omny Studio, we provide stations with affordable access to high-quality audio streaming and a platform for podcast and catch-up and on-demand audio. This grows online listening and integrates with our other solutions like Community Radio Plus and smart speakers, ensuring our stations remain relevant into the future.



## CASE STUDY



**As a 3MGB committee member, presenter, and volunteer, I found the whole process with Andrew and the team at CBAA very supportive and professional. We are all extremely happy with the new website and moving into the 21st Century! Thanks.**

Mike Amos -  
3MGB President

## Radio Website Solutions - 3MGB Mallaoota Community Radio

Mallaoota's community radio station 3MGB is run by volunteers and every dollar counts. Its website was outdated, and volunteers found it difficult to update the content. The station couldn't afford the time and expense a new website with streaming capabilities would usually cost. 3MGB chose CBAA's Radio Website Solution - an affordable website subscription that makes it easy to maintain online content. Given the tools and a template with easy-to-follow instructions, 3MGB created a website with capability to add features that most listeners expect from a larger radio station's website.

Because the station planned to use the website as a social

hub for the community, the project qualified for a small, local grant that covered the entire subscription cost. 3MGB now has a contemporary website that streams the station's content and is easy to use. Programming is accessible not only across the country, but also around the world. People who have moved from Mallaoota can tune in to stay up to date on the latest news and programs from the area. The new audio stream provides industry-leading reliability along with the ability to access all online audio environments including the growing smart speaker ecosystem.

The organisation is delighted with its new online presence and plans to expand its functionality. Because the

website's online tools are purpose built for community radio, station management are confident that their website will stay up to date as CBAA constantly evolves the Radio Website Solution offering.

The platform will help volunteers easily manage tricky and time-consuming tasks. In future, 3MGB plans to expand its website with on-demand services and Automatic Content Recognition, which will automatically display playlists online in real time and assist station volunteers to stay on top of reporting requirements. The station also plans to host a community calendar page so that it is a gathering place for the whole community and holds all activities in one place.

**Community Radio Plus**

In 2020-21, the CBAA commenced work on its aggregate app – Community Radio Plus – the one-stop-shop for the community radio sector. Listeners will be able to tune in live or on-demand, discover new favourite stations and shows, and listen no matter where they are.

We have partnered with global leader in audio technology, All In Media, who have worked on apps for ABC, SBS, Commercial Radio Australia and the BBC.

The app will help stations build online audiences and maximise their revenue as stations will be able to access more detailed listener analytics for use in securing sponsorship. We are on target to launch Community Radio Plus in 2021-22.



**Amrap Pages**

Amrap Pages is a simple and efficient tool for program makers to promote and showcase their radio programs, playlists, and featured artists. They are embedded into station websites and Facebook or used as standalone sites.

Program playlists link individually logged tracks to YouTube videos, Wikipedia profiles, Twitter handles and other information to increase musician discoverability.

Radio show playlists provide immense value to presenters, listeners, and musicians and are seen by music industry stakeholders such as APRA AMCOS as a key source of data to assist in their reporting and payment to songwriters.

**What's next?**

Amrap Pages currently requires the commitment of presenters to fill out their show playlists, which can be a significant challenge. The CBAA is exploring audio fingerprint technology, which is used by streaming services like Shazam and iHeartRadio to accurately identify songs against a database in the tens of millions.

Automating content presents opportunities. It provides listeners a full user experience with real-time song information, provides station management with accurate music reports, and provides APRA AMCOS accurate information with which to pay Australian songwriters.

Amrap Pages has served community radio listeners and stations well over ten years. The ability for Amrap Pages to exchange information between applications, databases, and other computer systems is crucial for community radio and for the Australian music industry. To ensure Amrap Pages continues to provide this essential station solution, CBAA will be investing in redeveloping Amrap Pages over the next 12-18 months.



**8CCC using our solutions to support Aussie artists**

Alice Spring's community radio station 8CCC is a champion of independent Australian and local music and wanted to voluntarily take on accurate APRA AMCOS reporting when they asked the CBAA to build their new website. CBAA recommended they use audio fingerprint technology to overcome presenters' aversion to filling out playlists and to enhance a rich listener experience. It also made reporting simple.

“

This service enriches our online content with automatic track listing for individual shows and station song history via the meta radio plugin. It captures accurate metadata for songs from within our radio automation software as well as analogue and auxiliary inputs, whether playing vinyl, CDs, from a digital device or through our playout software we can accurately capture playout data.

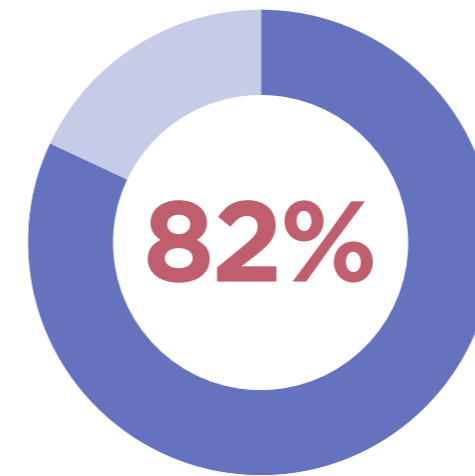
This has allowed us to advance our goal of voluntarily taking on accurate APRA AMCOS reporting from a three-year aspirational project to being achievable this year, with our first report from automated content recognition submitted in January 2021. This will mean that the one-third local artists from Central Australia and The Barkly along with the one-third Australian artists that we play will all be registered.

Benjamin Erin - 8CCC Station Manager

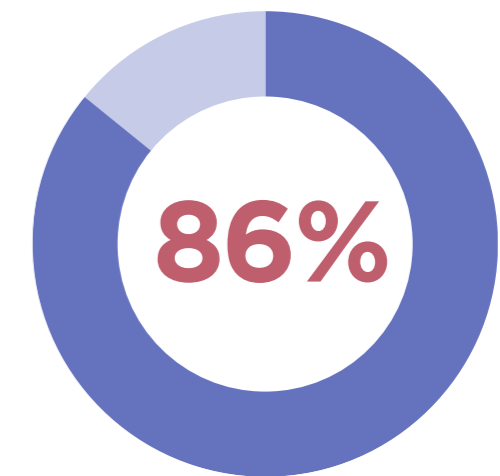
# Advocating for a Strong Future

We advocate for funding, regulation and legislation that enables a strong future for the sector. We understand future trends so that we can equip the sector with insights and stories to help them adapt and thrive.

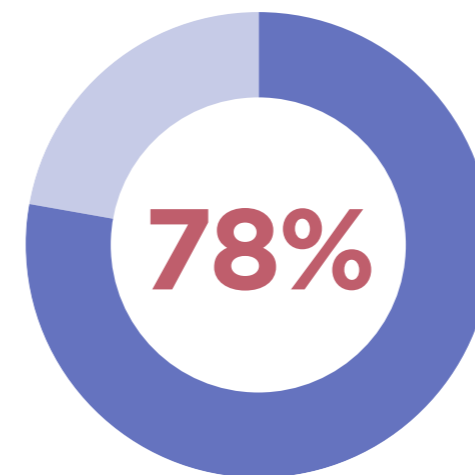
## REPRESENTING OUR MEMBERS POLICY AND ADVOCACY



of station managers are satisfied with CBAAN's efforts representing/advocating to Government



of station managers are satisfied with CBAAN's COVID-specific advocacy and support



of station managers agree that we seek their opinion on issues relevant to the sector

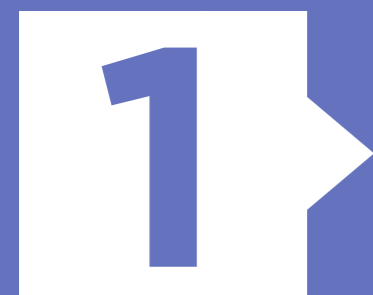


in Federal Government funding delivered to sector in 2020-21



# How we're Helping

The CBAA seeks to build a supportive political environment to:



Secure Federal funding for the sector at \$25m per annum to enhance our impact.



Improve the regulatory and legislative environment to support strong not-for-profit organisations.



Ensure that community radio has affordable access to DAB+ digital radio, and listeners have the best service outcomes.

Government – across the political spectrum – recognises the invaluable role community radio makes, particularly in light of the 2019-20 Black Summer bushfires and the COVID-19 pandemic.

## 1. SECURING FEDERAL FUNDING TO ENHANCE OUR SECTOR'S IMPACT

In the 2021 Federal Budget, the CBAA successfully advocated for the renewal of \$8m over two years – which maintains our sector's funding at \$20.15m and \$20.37m for 2021-22 and 2022-23, respectively.

This funding is the critical baseline to support community radio stations and sector-wide projects (like community digital radio, national training, online services, Amrap), and ensures our stations can continue their vibrant output and meet evolving community need.

### What's next?

The CBAA is appreciative of the Australian Government's support and continues work to secure additional funding of \$5m per annum to build station resilience and to enhance our sector's impact. We hear from stations that additional funding will support their resilience and recovery from the impacts of COVID-19. A Federal Election in 2021-22 will provide another opportunity to advance these aims.



IMAGE: VICTORIAN PREMIER DANIEL ANDREWS AT JOY 94.9

### Related Submissions

- [Read our submission to the 2021-22 Federal Budget process.](#)
- In October 2020, the Government commenced an inquiry into Australia's Creative and Cultural Industries and Institutions. [Read our submission.](#)

## 2. IMPROVE THE REGULATORY AND LEGISLATIVE ENVIRONMENT TO SUPPORT STRONG NOT-FOR-PROFIT ORGANISATIONS.

As a result of ongoing work by the CBAA, we were advised towards the end of 2020 that Minister Fletcher commenced pursuing a body of work in relation to the operating environment for community broadcasting.

This is an opportunity for us to bring together the critical components that determine our future success (policy, regulation and industry), including:

1. An update to regulatory instruments, including finalising a review of the Community Radio Broadcasting Codes of Practice and associated regulatory guidance material and resources.
2. Collaborating with the ACMA on a streamlined and/or risk-based licence renewal process for permanent community radio broadcasters.
3. Standardising not-for-profit regulation, by aligning the *Broadcasting Services Act* with ACNC and/or ATO understanding of not-for-profits, as well as supporting a harmonised charity regulatory framework.

### What's next?

The CBAA is working closely with the Department and ACMA to advance these aims.

- In October 2021, the ACMA released its updated B66 licence renewal form after close consultation with CBAA and other sector leaders – this streamlined approach will decrease the regulatory burden.
- The CBAA will be consulting on an updated version of the Community Radio Broadcasting Codes of Practice in late 2021, early 2022.

### Related Submissions

- In March 2021, we made a [submission](#) about proposed **changes to financial reporting thresholds for charities** registered with the Australian Charities and Not-for-profits Commission.
- As part of the [Hands Off Our Charities coalition](#), we've advocated against **proposed changes to the ACNC's Governance Standards**, which would increase the compliance burden for stations registered as charities.



IMAGE: MINISTER PAUL FLETCHER & SENATOR ANDREW BRAGG AT 2RPH

## 3. ENSURE THAT COMMUNITY RADIO HAS AFFORDABLE ACCESS TO DAB+ DIGITAL RADIO, AND LISTENERS HAVE THE BEST SERVICE OUTCOMES.



IMAGE: WA PREMIER MARK MCGOWAN WEARING RTRFM T-SHIRT

The CBAA has a longstanding policy position to support and coordinate the roll-out of DAB+ digital radio and ensure that Government policy supports the best service outcomes for listeners.

We support Government policy that prioritises coverage availability of community services to the fullest. We support affordable and efficient use of spectrum. We also advocate for technological trials and improved policy outcomes that advance community broadcasting and listening choice.

### Related Submissions

- August 2020, ACMA consultation. Expansion of digital radio to regional Australia – proposed principles for licence area deeming. [Read our submission.](#)
- October 2020, ACMA consultation. Proposal to vary the Queensland DRCP and declare a foundation DRMT licence for the Gold Coast. [Read our submission.](#)
- The CBAA made a [submission](#) to, and attended a [public hearing](#), in regards to the *Radiocommunications Legislation Amendment (Reform and Modernisation Bill)*.
- The CBAA made a [submission](#) to the Media Reform Green Paper: Modernising television regulation process.
- The CBAA made a [submission](#) to the ACMA's consultation regarding FM broadcasting services band in the Perth RA1 licence area.

CASE STUDY

## Regulation change increases local information in regional Australia and financial support

Community radio, like many sectors across the country, was severely impacted by the COVID-19 pandemic and related lockdowns. Sponsorship and fundraising income dried up – particularly from face-to-face events and from associated hard-hit industries (like the arts).

The CBAA undertook a political engagement campaign to secure additional Federal Government financial support to assist station operations. This involved sending correspondence, holding meetings, and leveraging political supporters who we have nurtured over the years.

Long-term supporter, Member for Mayo Rebekha Sharkie, wrote to the Government to discuss what more could be done to support her local media industry – including community radio.

As a result, on 25 June 2020, the Federal Government's *Parliamentary Business Resources Regulations 2017* were amended to allow regional MPs to use their office expenses to pay for the production and placement of content for broadcast on community radio within their electorate.

This change was made in response to the impact of COVID-19 on regional media and to enable members in regional areas to better communicate with their local constituents.

This change has helped mitigate the economic impacts of COVID-19 on our regional members, as well as kept communities safe via the broadcast of local health updates. We wrote to all regional MPs and stations about the changes, helping to connect them.

“

In considering this request Alpine Radio consulted with CBAA and others. Alpine Radio is apolitical and it was very important to us that if we accepted paid political sponsorships our listeners would not perceive us as otherwise.

The Committee,  
Alpine Radio



“

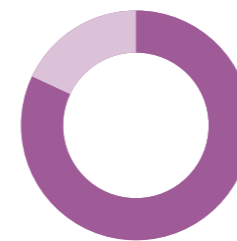
We spent a lot of time and committee energy on this issue, and we came to a very good policy solution and implementation. The response from Helen Haines’ office (Federal Member for Indi) and that of Tania Maxwell (State Member for Northern Victoria) indicated they were happy with the outcome as well. The invoicing process is a little more complex and time consuming than for other sponsors, when dealing with an arm of government.



# Championing Community Broadcasting

We champion the community broadcasting movement by building awareness of the sector, and broadening understanding and appreciation.

## INCREASING SECTOR AWARENESS ONLINE AND IN COMMUNITY



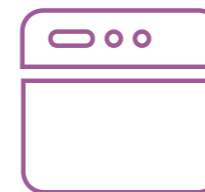
**84%**

of station managers agree that the CBAA raises public, community and social awareness of community broadcasting



**322**

entries in 2020 CBAA Awards



**450,000+**

visits to our website

## REACH OF CONFERENCE AND AWARDS CONTENT ONLINE

**11,646**

views of Awards content on our website

**+249**

CBAA Facebook Page follower growth

**47,935**

people reached on social media

**9,476**

post engagements pre-conference



# How we're Helping



## 2020 CBAA AWARDS

**Due to the COVID-19 pandemic, the CBAA Awards were held virtually for the first time and we had some of the highest number of entries in each of the categories.**

Taking home our major gongs were Dr Christina Spurgeon, winner of the Michael Law Award, and Highland FM, winner of the Tony Staley Award.

Stations value the awards because it helps them build their profile and secure additional funding and partnerships.

“

Winning the award has provided Highland FM the credibility to foster stronger working relationships with community organisations. These strategic relationships enable Highland FM to assist in the promotion, exposure and support of the local music scene. As an example, MusicNSW, supporting emerging musicians, often requests representatives from Highland FM as guest speakers at their seminars and workshops.

Adam Stokeld, Highland FM – 2020 winner of Contribution to Australian Music – Initiative and Tony Staley Award

“

We use the winning station templates on all our signatures...sending out to all stakeholders our achievements and placing in all funding applications or other community, state or national award applications. This lets our stakeholders know that we are proactive, engaging and inclusive within our broadcast footprint and one that deserves their attention. It has helped 3KND KoolNDeadly to be successful across many platforms.

Gman (pictured left), 3KND – 2020 winner of Excellence in Indigenous Engagement and Excellence in Technical Innovation

“

We feel the recognition...has definitely increased our credibility in the eyes of funding bodies and contributed to us successfully securing additional grants through multiple channels. In the last few months, we have been notified of funding wins through the CBF (for Operational and Content Grants) as well as Mt Alexander Council to fund a disability support worker training program, and the Federal Stronger Communities grant for the purchase of a new STL transmitter, receiver and amplifier. Winning the awards has also raised our profile in the community and amongst local businesses, helping us to grow our tribe of loyal sponsors.

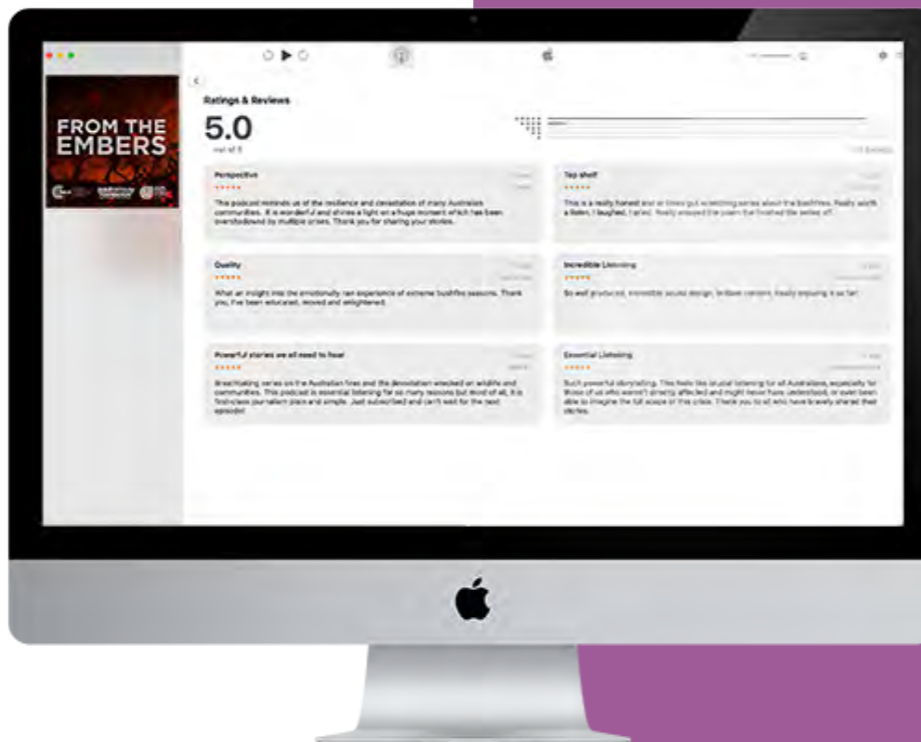
Steph Riddel, Main FM – 2020 winner of Outstanding Small Station Award and Best Station Fundraising Campaign: Small Station.



# BACKING AWARD WINNING PROJECTS THAT RAISE OUR MEMBERS' PROFILES.

*From the Embers* is a nine-part audio documentary series featuring the stories of communities across NSW, VIC and SA affected by the 2019-20 summer bushfires. Funded by the Paul Ramsay Foundation and the Judith Neilson Institute, this series was innovative in its use of community broadcasters to connect directly with their local affected towns, discovering stories that had not been covered by other media outlets.

In March 2021, *From the Embers* received a high commendation in the podcasting category of the Melbourne Press Club's 2020 Quill Awards. Two episodes from the series also won Bronze in the 2021 New York Festivals® Radio Awards announced in October 2021. The two episodes stood out in their categories amidst stiff global competition. *Home and Housed* won bronze in the Environment & Ecology documentary category. *The Glowing Island* won bronze in the Climate Change and Sustainability Documentary category.



Because they were based in areas directly affected during the 2019-20 summer bushfires, community radio stations witnessed the situation in a completely different way than mainstream media. It was clear that a story told through their eyes would be compelling. Feedback from the participants and stations that broadcast *From the Embers* was universally positive, demonstrating the great need for these stories to be captured – and to help the healing process.

“

I listened to the podcast and it is spine chilling, Mike and I having been in Mallacoota during the fire. We all had different memories of the fire, but I think your episode ties it all together. The series has been excellent.

Maree Webb, 3MGB, Mallacoota (production partner)

“

Another brilliant *From the Embers*. Lots of tears from here but so beautifully recorded. As a journalist I know how it is sometimes easy for people to open up and tell you their story and even though these people on *Embers* were recalling such a devastating time for them, they still told their stories in a beautiful way which such honesty and pathos. Congratulations, can't wait for 9am next Thursday on 2MNO.

Robin Daley, 2MNO Monaro FM, Cooma (production partner)



“

Wow brought back so many emotions and tears. Makes me proud to be a part of this and to talk a little bit about my perspective. Kind of lost for words but your kindness and openness has allowed not only me, but all involved to come to terms with this devastation so thank you. So much. I will be sharing the heck out of this hoping wider community has a little understanding on what has taken place and what are the important steps of recovery.

Andrew White, Batemans Bay Land Council, who spoke in *Home and Housed*

“

Nearly every single one of the people I interviewed gave me the feedback either at the time of interviewing or in a communication shortly afterwards that they felt 'relieved to have spoken about it', that it was 'time to tell that story because I've been bottling it up inside', that it felt good to cry, thanks for listening, that it was a recovery or therapeutic process. So, like with any good storytelling - it has a medicinal value to the community it speaks for and to - and this was immediately evidenced by the people I spoke to for *From the Embers*.

Alice Ansara, NSW Reporter, *From the Embers*



WAYNE BINDER, PHOTO FOR FIRST NATIONS MEDIA AUSTRALIA'S "OUR MEDIA MATTERS" CAMPAIGN

## OUR GROWING PARTNERSHIPS ENABLE US TO LEVERAGE COMMUNITY BROADCASTING

Our partnerships are crucial in not only assisting with funding, but also in promoting the profile and reach of community broadcasting to a wide audience which includes government, industry, philanthropists, the media and wider community. Our partners also play a key advisory role, helping develop strategies and funding proposals to deliver our goals and build the capability and viability of our members.

Recognising the importance of aligning with like-minded organisations, the CBAA in 2020-21 focused on developing a foundation framework for partnerships, which helped identify where we could work most effectively with existing, and welcome new, strategic partners. The framework identified the CBAA's own goals to provide solutions for capability building for community radio nationally.

The 2020-21 year has seen the news landscape change, with diminishing media and news resources from traditional players, particularly in regional communities. Thus, a strong focus in the CBAA's framework has been developing the capability of community radio to build their own news gathering resources, ensuring local news and stories are broadcast - including collaborating with the growing hyperlocal publishing sector.

This strategy has seen the CBAA draw upon existing, and welcome new, partners including the Judith Neilson Institute for Journalism and Ideas, the Paul Ramsay Foundation, Minderoo Foundation, Google News Initiative, Facebook, Perpetual Foundation and the Walkley Foundation.



# Building Capability

We build capability of members by providing support, advice, tools and resources, and connecting and engaging the membership network.

## PROVIDING SUPPORT ADVICE, TOOLS, RESOURCES AND CONNECTIONS



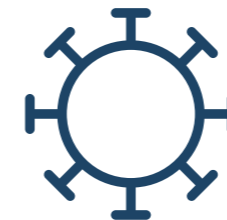
**88%**

of station managers agree we make it easy for them to get the resources and information they need



**888**

webinar registrants



**2,216**

unique views of our COVID-19 resources



**318**

emergency broadcasting eLearning enrolments



**40K**

unique views of resources in our Resource Library



**970**

members in COVID-19 Facebook group

### 2020 Conference



**576**

live attendees



**94%**

attendee satisfaction




**53**


Net Promoter Score





# How we're Helping


Our role is to build strong, successful and resilient\* community broadcasters.


- 

A **connected station** develops and fosters relationships that can be leveraged to enhance the outcomes and impact of the station.
- 

A **future aware** station integrates information about future conditions into planning and decision making and is prepared to respond to early warning signs of internal and external crisis.
- 

A **well-led station** incorporates governance practices that promote unified, flexible and adaptive responses to challenges and aligns operational practice and strategic priorities with daily operations in a culturally safe environment.
- 

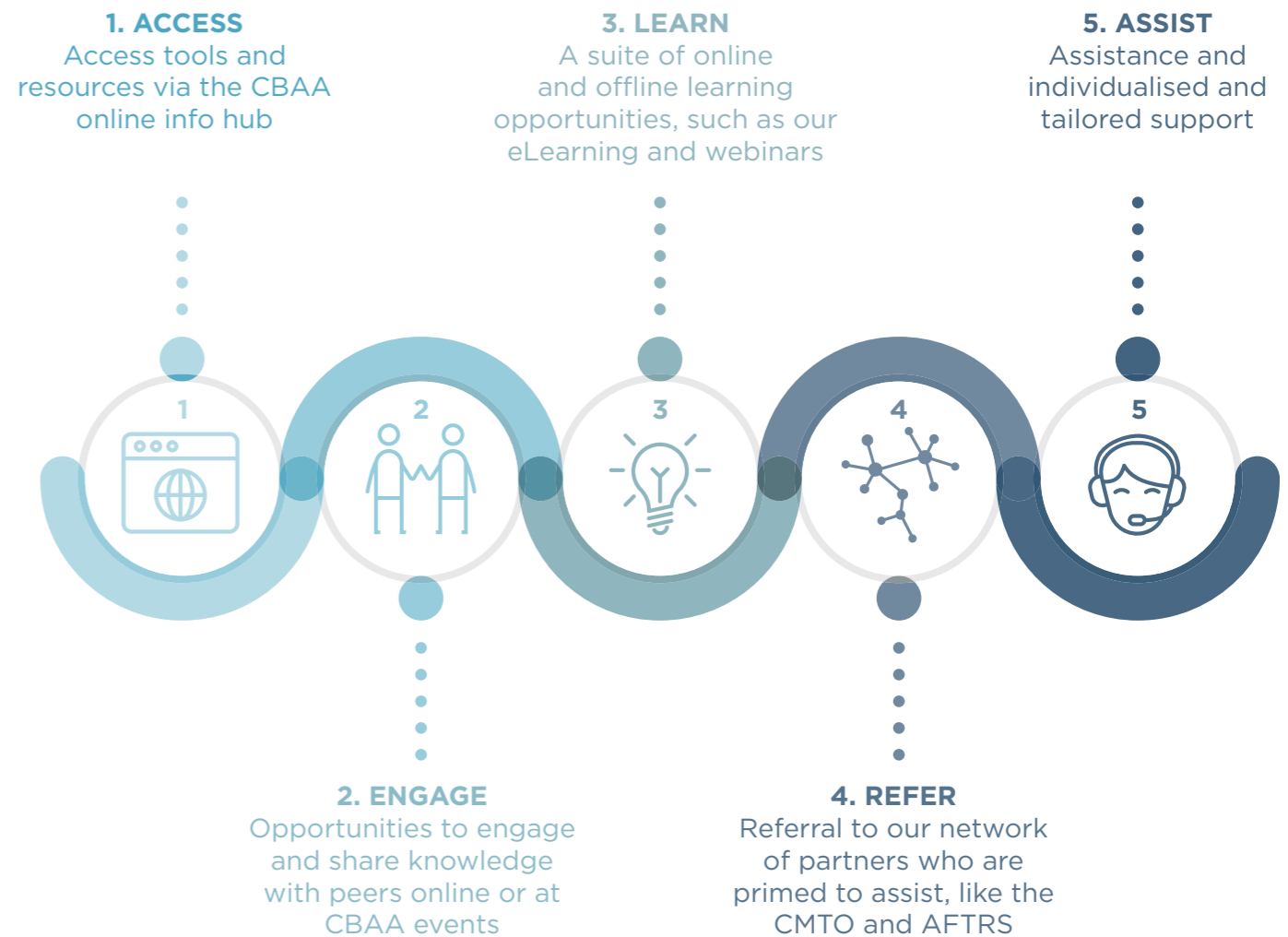
A **learning station** leverages existing knowledge, seeks out new approaches to inform future actions and shares knowledge to address common issues and realise shared opportunities.
- 

An **appropriately resourced station** operates with adequate resources from diverse sources to meet identified needs.
- 

A **representative station** demonstrates a clear understanding of its audience's interest and changing habits and curates relevant and culturally safe content and delivery methods.

\*These qualities are defined in the Community Broadcasting Foundation's "Granting for Station Resilience" review, undertaken by Think Impact in 2020

## CBAA SUPPORT MODEL



## EMERGENCY BROADCASTING eLEARNING

Following the 2019-20 bushfires, the CBAA developed its first online learning course to help stations better understand what they need to consider to undertake emergency broadcasting. Funded by the Judith Neilson Institute, we launched five eLearning modules in November 2020. Participants learn about preparedness, types of emergency broadcasting, information flow, broadcast quality and how to look after their team and themselves.



**Another wonderful session. Thank you to the great facilitator and all the panellists!! Ours is such a rich and wonderful sector.**



**Really good session. Lots of important information and so good to hear on-the-ground stories!**

### What's next?

In 2021-22, the CBAA will increase the number of video resources available, including an eLearning course on Resilience and Trauma in Community Broadcasting in partnership with the Dart Centre Asia Pacific.



IMAGE: BRAIDWOOD FM'S GORDON WATERS

## 2020 CBAA CONFERENCE

**...it was the most-attended conference ever.**

Due to lockdowns and border closures, the 2020 CBAA Conference was held virtually to make it accessible and inclusive. With 576 participants, it was the most-attended conference ever. A diverse range of broadcasters, volunteers and stakeholders came together to share experiences, voice their challenges, and explore solutions. Members left the conference inspired, recharged and ready to put their new knowledge into practice.

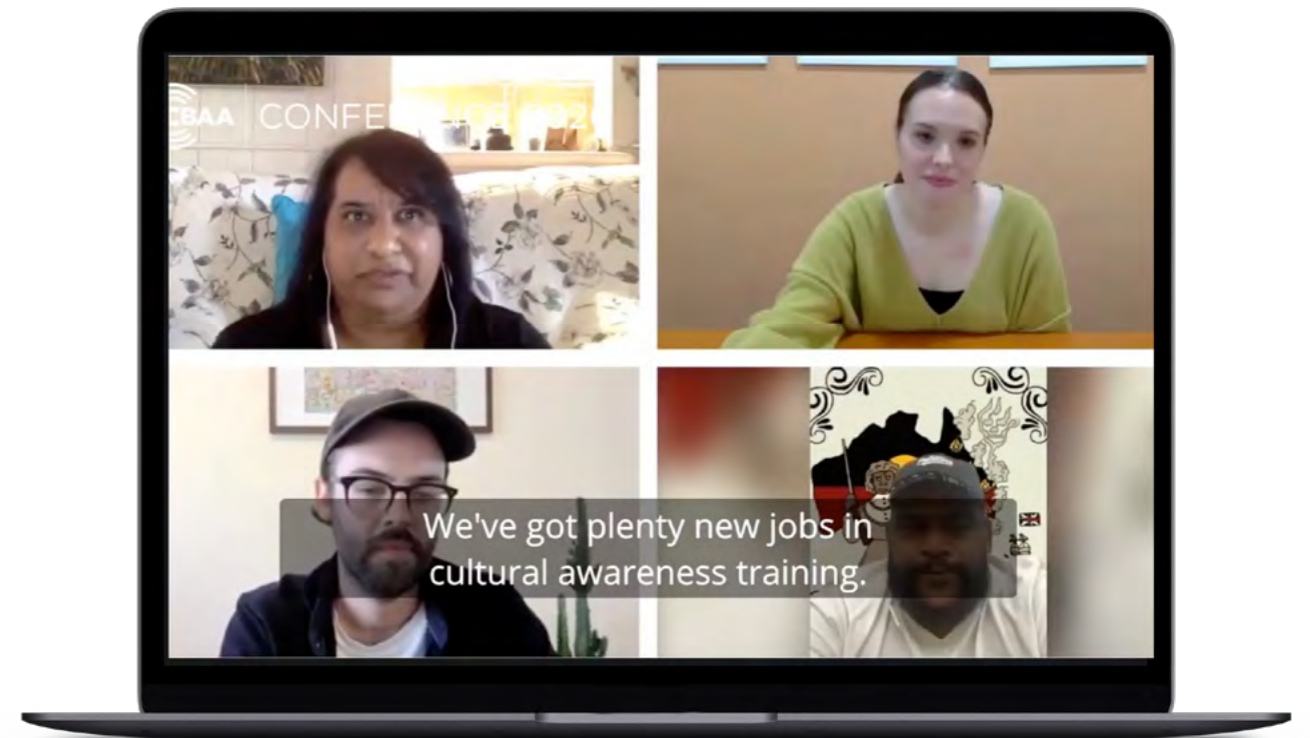


**It was very valuable listening to the speakers that brought so much knowledge, experience to the table. I am very new to the world of community radio and gained lots of answers to the questions I had prior to the conference. It was as well great to connect with the other community radio stations.**

Conference Participant

### What's next?

While participants loved our first virtual conference because of the accessibility and affordability, they also missed the face-to-face and networking opportunities of an in-person event. The CBAA is exploring what virtual elements can be created for the 2021 Conference – now to be held in March 2022 in Cairns to ensure in-person connection.



# COVID-19 AND ONLINE ENGAGEMENT

During COVID, the CBAA increased its online engagement - creating a COVID-19 Facebook group with 970 members, hosting more webinars, and implementing monthly Zoom huddles for station groups.

## Deep dives

COVID-19 presented a complex landscape of new station challenges. Our largest stations faced unique uncertainties - JobKeeper, huge revenue drops overnight due to sponsorship drying up (particularly at arts and music stations), and how to manage large numbers of staff and volunteers remotely. Our Melbourne stations were even more restricted during tough lockdowns.

We trialled station huddles or "deep dive" Zoom calls every six weeks with these stations. These forums enabled the sharing of experiences and resources, discussion of best practice, and provided a support network for managers doing it tough. The forums also acted as consultation mechanisms for the CBAA, and the information we discovered enabled us to build resources, develop policy and advocacy positions, and share our learnings. By working together, stations supported each other through the pandemic.

These sessions have been extremely well received. As such, in 2021-22, we have rolled these out to the rest of the membership - ensuring members of similar size can learn from their peers and seek support.

CASE STUDY

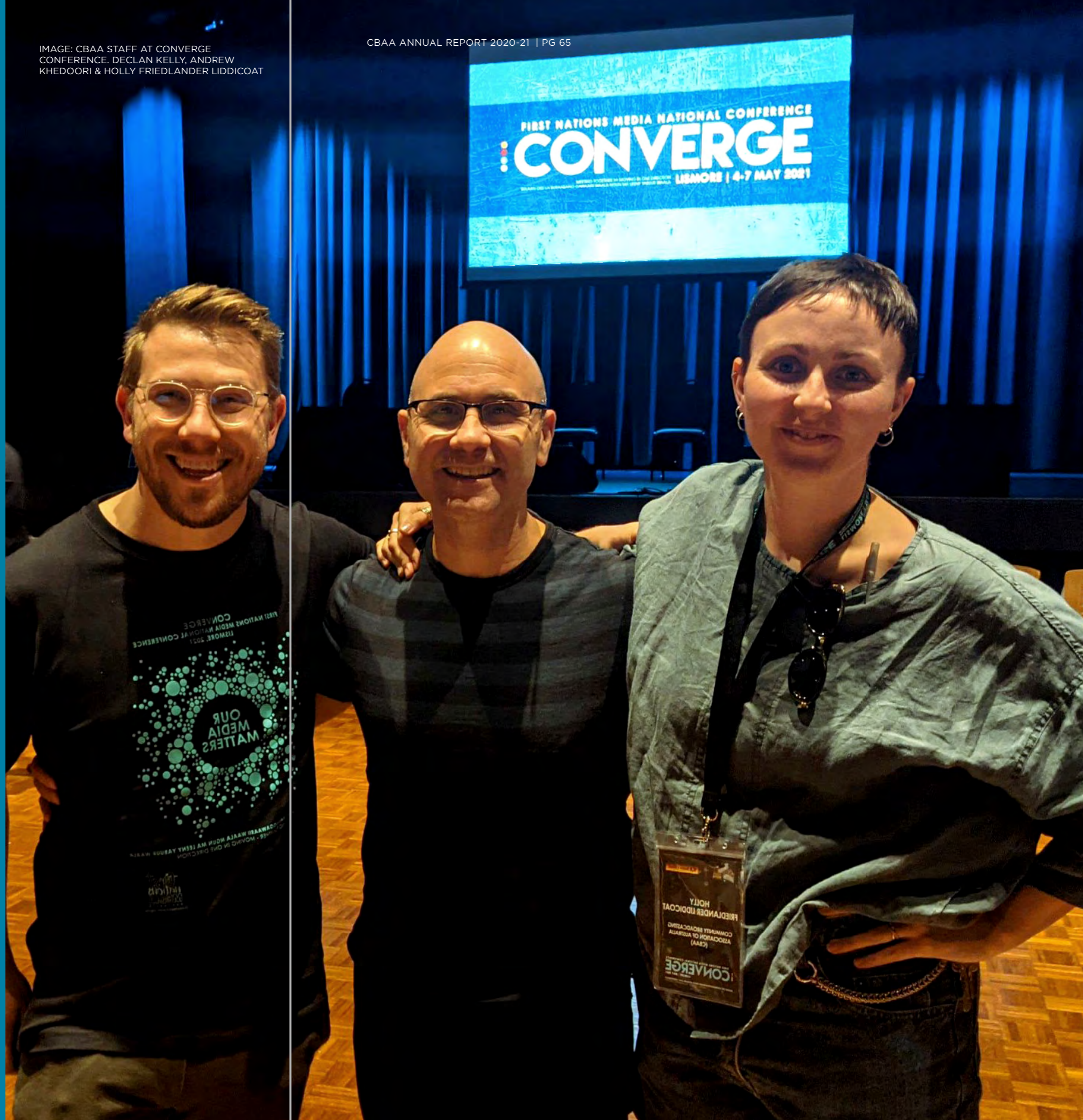


“ I think they were extremely valuable and well put together. Participant



# Our People

IMAGE: CBAA STAFF AT CONVERGE CONFERENCE. DECLAN KELLY, ANDREW KHEDOORI & HOLLY FRIEDLANDER LIDDICOAT



# OUR BOARD



**PHILLIP RANDALL**  
PRESIDENT

Phillip is currently CEO of Hope Media Ltd. and has more than 44 years' experience in commercial and community radio. He has demonstrated skills in broadcasting, leadership, financial management and governance, and currently manages the operations of two of Australia's most successful community broadcasting stations in Sydney and Brisbane.



**JACQUIE RIDDELL**  
VICE PRESIDENT

Jacquie is an experienced media executive currently working as a strategic adviser to the creative industries. Jacquie was previously the Director of Public Engagement at the Art Gallery of NSW, where she oversaw all the public operations and functions of this large art museum. Previously she held executive leadership roles at Barangaroo, SBS, XYZnetworks' music channels (Channel [V], Max, Country Music Channel and Club [V]), and the Triple J network. She is experienced in not-for-profit governance, having worked both as a board director and alongside high-profile boards throughout her career, and a graduate of the Australian Institute of Company Directors.



**ANNE FRANKENBERG**  
CHAIR (AUDIT, RISK & COMPLIANCE COMMITTEE)

Anne is Deputy CEO at Musica Viva Australia. She has 18 cumulative years of experience as a director on not-for-profit boards, and 15 years of executive and senior management experience, including four years as General Manager of 3MBS Fine Music. Anne has bachelor's degrees in arts (Psychology) and Music (Performance), a Graduate Diploma in Arts (Performance), an Executive MBA, and has completed the Governance Foundations for NFP Directors course with the Australian Institute of Company Directors, and the McKinsey Executive Leadership Program.



**PETER ROHWEDER**

Peter is the Manager for 4MBS's Silver Memories service. He is the Chairperson of Broadcasting Park Pty Ltd. Peter has a Bachelor of Business (Management), a Graduate Certificate in Professional Accounting and over 25 years' experience within the community media sector. He also provides governance and strategic planning advice to community organisations. Peter has more than 20 years community radio management experience as he was the Station Manager at Radio 4EB (2002-2018) and prior to that he was the Station Manager at 4ZZZ (1999-2002).



**QUINN GLASSON**

Quinn has been the General Manager of Curtin Radio in Perth since 2005. Quinn is a qualified accountant and worked in the field of financial management in the tertiary sector before commencing at Curtin Radio. He was elected to the Board of the CBAА in November 2018 where he is also a member of the Audit and Risk Committee. Quinn believes in the difference that community radio makes to the broader Australian community and is committed to assisting the sector in improving its ongoing financial sustainability. He is also Chair of the Perth Digital Radio Company.



**EMMA HART**

Emma has been part of the community broadcasting sector since 2014 and holds a Bachelor of Arts with first class honours and a Diploma of Screen and Media. They have been a Director on the 3CR Community Radio Committee of Management since 2017 and have undertaken the AICD Foundations of Ordinary Board Membership training in both governance and finance.



**HANNAH ROGERS**

Hannah holds a BA Hons English and Journalism, and a Masters in Social Work. She has been Station Manager of Hobart's Edge Radio for three years and volunteered in community radio for five years. She has also been a radio producer at ABC for two years and a disability support tutor for three years.



**GABRIELLE ANDOLFATTO**  
YOUTH REPRESENTATIVE  
(NON-VOTING OBSERVER)

Gabrielle is an undergrad in Media and Communications (Advertising) at Swinburne Online. She works with Edge Radio as a media trainer and volunteer coordinator. She also works with disability organisations to create media projects with people with a disability around Tasmania and internationally. As Youth Representative, she aims to highlight youth media's importance and have young people's voices heard across Australia.



**MADDY MACQUINE**  
WOMEN AND GENDER NON-CONFORMING PEOPLE'S REPRESENTATIVE  
(NON-VOTING OBSERVER)

Maddy is currently The Wheeler Centre's Senior Audio Producer. Maddy's passion lies in facilitating skills development and improving participation throughout the sector. This includes enhancing the voices of women and gender diverse people in community radio spaces. She's interested in using cross-sector consultation to encourage participation and diversity in all community broadcasting spaces, across metro, sub-metro and regional stations.

# OUR LEADERSHIP TEAM

**JON BISSET**  
CHIEF EXECUTIVE OFFICER

**HEIDI MARTIN**  
HEAD OF STRATEGY AND INSIGHTS

**HOLLY FRIEDLANDER LIDDICOAT**  
HEAD OF ADVOCACY AND COMMUNICATIONS

**JEROME FINK**  
HEAD OF FINANCE

**DECLAN KELLY**  
HEAD OF STRATEGIC PARTNERSHIPS AND MEMBER EXPERIENCE

**ANDREW KHEDOORI**  
AMRAP MANAGER

**ABE KILLIAN**  
CONTENT SERVICES MANAGER

**ANDREW MORRIS**  
ONLINE SERVICES MANAGER

**KATH LETCH**  
DIGITAL RADIO PROJECT MANAGER

**MATT FIELD**  
RPH PROJECT DIRECTOR

**DAVID SICE**  
TECHNICAL CONSULTANT



# Our Finances

**CBAA is currently in its strongest ever financial state having significantly grown and diversified its revenues in the past four years, from 7.2M in 2016-17 to \$11.0M in 2020-21.**

CBAA has also steadily built its equity from a scary \$21,000 in 2011 to \$7.8 million at June 2021. The organisation's financial strength has enabled a significant investment in growth activities and capabilities.

These accounts are an extract from our audited financial statements for the year ended 30 June 2021, which are available on request, from [our website](#) or from the ACNC website.



**The organisation's financial strength has enabled a significant investment in growth activities and capabilities.**

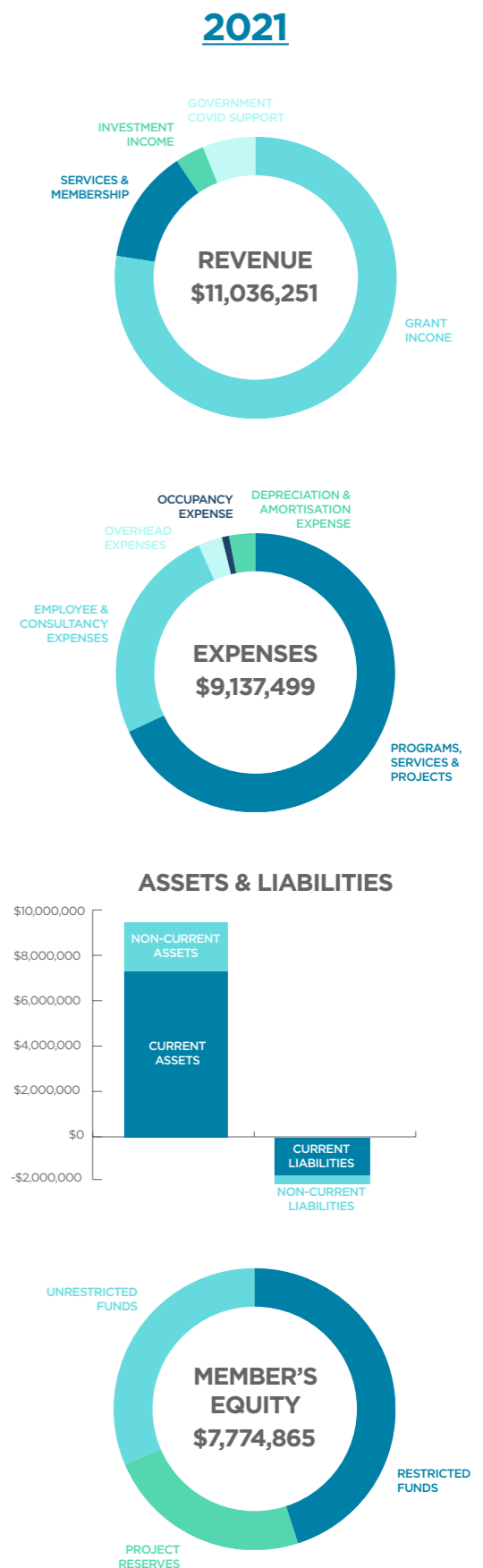
REVENUE	2021 (\$)	2020 (\$)
Grant Income	8,574,464	8,415,333
Services and Membership	1,444,448	1,918,078
Investment Income	359,939	-18,163
Government COVID support	657,400	170,000
<b>Total Revenue</b>	<b>11,036,251</b>	<b>10,485,248</b>

EXPENSES	2021 (\$)	2020 (\$)
Programs, services and projects	6,231,870	6,129,678
Employee and consultancy expenses	2,300,827	2,336,976
Depreciation and amortisation expense	266,644	208,145
Occupancy expense	75,074	72,422
Overhead expenses	263,084	404,380
<b>Total Outgoings</b>	<b>9,137,499</b>	<b>9,151,601</b>
<b>Surplus<sup>1</sup></b>	<b>1,898,752</b>	<b>1,333,647</b>

ASSETS AND LIABILITIES	2021 (\$)	2020 (\$)
Current Assets	7,189,749	6,171,568
Non-Current Assets	2,684,812	2,598,839
<b>Total Assets</b>	<b>9,874,561</b>	<b>8,770,407</b>
Current Liabilities	1,759,150	2,240,461
Non-Current Liabilities	340,546	653,833
<b>Total Liabilities</b>	<b>2,099,696</b>	<b>2,894,294</b>
<b>Net Assets / Members' Equity</b>	<b>7,774,865</b>	<b>5,876,113</b>

BREAKDOWN OF MEMBERS' EQUITY	2021 (\$)	2020 (\$)
Restricted Funds <sup>1</sup>	3,502,844	3,045,778
Project Reserves <sup>2</sup>	1,840,119	1,684,110
Unrestricted Funds <sup>3</sup>	2,431,902	1,146,225
<b>Total Equity</b>	<b>7,774,865</b>	<b>5,876,113</b>

<sup>1</sup> Includes surpluses from unfinished projects where accounting standards require us to recognise the income before we incur related expenses.  
<sup>2</sup> Project Reserves are surpluses on projects kept in reserve to fund future delivery of those projects.  
<sup>3</sup> CBAA has a policy that Unrestricted Funds should be two to five months of standard operating expenses as a contingency and to fund future initiatives.



# Our Supporters



# Thank you

We acknowledge the traditional custodians of the land on which we work, particularly the Gadigal people of the Eora Nation where this document was created, and pay respect to elders past and present.

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